

those posts that had been under attack for more than 17 hours. They knew they would have to jump into those places. The two combat jumps I made were into outposts that had been under attack for more than 15 hours. These outposts were glad to see parachutes overhead. Fresh paratroopers with air support were usually enough to cause the enemy to withdraw.

It is important to assure the population that the government will be able to react to help them in a fight. If it cannot provide that security, cooperation with the army will be difficult. A Venezuelan colonel stated, "It is not enough to have the people on the side of the Army; the government has to mobilize the people to actively support the Army."

Without security, the population cannot be expected to be responsive to the government. The first question villagers ask is, "How long will the Army be with us?" If the answer is weeks or months, the villagers will not be as willing as if the answer were "two years."

Destruction. The word "destruction" needs clarification. It is more effective to destroy a movement by having its members leave it than by killing them.

If we convince the subversives to leave their units, this is a greater victory than destroying them. We must realize that in the guerrilla ranks there are those who are not there of their own free will. The greatest threat to a guerrilla movement is from those who have left it. A strong psychological operations campaign and the proper conduct of the Army in an area of operations can help make this happen.

Dialogue. Negotiations are needed. We must provide opportunities for the opposition to talk to the government. At the height of the Cold War, the U.S. continued to talk with the Soviets. We call it detente, which means simply the relaxation of tensions. If two archers who are on opposing sides are 10 meters away from each other with their bows taut, and there should be a misunderstanding and one lets go of the bow, the other will do the same and the arrows will kill both archers. But if the bows are relaxed and there are then disagreements, both archers will need time to start bringing tension to their bows. Hopefully, through dialogue we can keep those arrows from being fired. It is much easier to avoid battles when tensions are low.

Even more important than the dia-

logue we have with the opposition is the dialogue we have with our neighbors. To be successful against subversion, we need to be united. Looking for ways to let us grow closer should be a priority task.

The role of a leader is simply to keep hope alive. We are better off today than we have ever been. Communism is not the threat of the past. In fact, today communists are fighting communists — Soviets against Chinese, Chinese against Vietnamese, Vietnamese against Cambodians. All communists. What is important is the national interests of the nations. Our national interests in this hemisphere are for democracies that provide freedom to and respect of the individual. We in the military services have the role of keeping hope alive in this hemisphere, and we do this by living the motto of the School of the Americas, "One for all and all for one." We need to make that motto a reality.

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Brigade S-1's PSS Matrix

MAJOR WALTER A. SCHREPEL

A brigade S-1's responsibilities for coordinating tactical personnel service support (PSS) can sometimes be wide-ranging. In the 10th Mountain Division (Light Infantry), for example, a division ready brigade deployment can require the S-1, temporarily, to plan and manage a full range of services in the absence of a division G-1 cell. A PSS matrix can ease this burden by enabling

him to better manage his responsibilities.

At the root of his problem is the tension between mission essential tasks and mission specific tasks that he may have to manage at the same time.

The tasks on the mission essential task list (METL) for a functioning S-1 staff operation for combat are complex and time-consuming but also of major significance in sustaining the

brigade's operations. Our official manuals and the authors of articles that appear in our service journals naturally concentrate on these tasks. But Appendix A of Field Manual 101-5 also depicts the full range of tasks that might be on the S-1's mission specific task list (MSTL), either in combat or in some lesser form of conflict such as peacekeeping or peacetime contingency

missions (see accompanying box).

The scope of these tasks will depend, of course, upon an analysis of METT-T (mission, enemy, troops, terrain, and time), but the S-1 still needs to be prepared to execute any or all of them as the particular situation may demand. When these two sets of tasks come together in an operation, the S-1 may face a truly overwhelming problem. The brigade's limited personnel staff resources will affect his ability to perform these tasks.

A division ready brigade deployment on a contingency mission to an underdeveloped theater could be his most stressful environment. As the point element of a division deployment, or perhaps as the only formation deployed for that operation, the brigade S-1 would assume most of the responsibility allocated by the mission essential and mission specific task lists. This situation, until he was either relieved of the responsibility or his section was augmented by support personnel from corps, could be daunting, at least during the early phases of the operation. The sheer scope of the S-1 areas of responsibility — medical and medical service support, morale building, civilian labor, enemy prisoners of war (EPWs), finance support, replacements, and displaced civilians, among others — indicates the need for a flexible, continuous planning capability.

A PSS matrix offers one way for the S-1 to manage his many mission specific tasks, and it can be used to complement any charts that he may already be using for handling strength management and casualty operations. Our field manuals, for example, do not often describe how to manage the host nation labor at brigade or battalion level, yet this mission is vital to a light infantry unit that has to depend upon civilian labor to help sustain itself.

The quantifiable characteristics of the mission specific tasks are displayed along the horizontal axis of the matrix. It is assumed, of course, that these are subject to modification by a METT-T analysis. The units that are habitually assigned to the brigade are listed on the vertical axis.

BRIGADE S-1	
MISSION ESSENTIAL TASKS	
Coordinate strength accounting operations.	
Coordinate medical service support.	
Coordinate replacement operations.	
Coordinate casualty management operations.	
MISSION SPECIFIC TASKS	
Coordinate civilian labor operations.	
Coordinate morale, welfare, and recreation support.	
Coordinate chaplain unit ministry support.	
Coordinate legal service support.	
Coordinate postal service support.	
Coordinate public affairs support.	
Coordinate discipline, law, and order operations.	
Coordinate finance service support.	
Coordinate the administration of enemy prisoners of war (EPWs) and civilian internees (CIs).	

The column headings might be *Civilian Labor, Replacements/RTDs, EPWs, Chaplain (UMTs), MWR Support, and Military Police/Finance Teams*.

Civilian labor figures can easily be summarized to show the number of laborers working in support of the brigade. The S-1 tracks this information as he administers the program, and the chart supports the finance, pay, employment records, and emergency medical care the S-1 may have to coordinate. The numbers reflected on the matrix should track with the employment records that would be forwarded to the Division G-1. In the early stages of an operation, the matrix may stand as the record of labor requirements for hire that would be coordinated with the Division G-1 and G-5.

Replacements and Return to Duty (RTD) soldiers play a critical role in sustaining a light infantry brigade; in this low intensity conflict scenario, the RTDs will probably be the only rested soldiers. The crux of the problem commonly found at the Joint Readiness Training Center is the shortage of transportation assets to move the RTDs to their parent unit from the division or corps support area.

Nightly supply helicopters may be the primary means of supplying dispersed

light infantry units and of extracting casualties in a dense air defense environment. The matrix offers a means of preparing a plan for moving RTD packages or individual replacements forward from the brigade support area (BSA). (If the main supply route were open, the task would be easier, since it would be only a matter of requesting trucks and awaiting their arrival.)

Similarly, administering enemy prisoners of war (EPWs) remains a critical task for the unit. For the light infantry, every soldier detailed to guard the EPWs drains the unit's combat power. The problem, as with replacements, is in managing transportation assets. It is critical to know the dimensions of the EPW problem, especially in a light brigade that does not have enough transportation. The problem does not disappear if a large number of EPWs are maintained at the brigade support area. Such tasks as providing guards, water, food, perhaps shelter and transportation assets are directly linked to the numbers reflected on the matrix.

The EPW column of the matrix can dovetail with administering displaced civilians (DCs) and civilian internees (CIs). Although a light infantry brigade is not likely to have the resources to help in DC operations, the S-1 still must track the movement of DCs in concert with the S-3 to channel them away from the likely areas of major combat. If host nation authorities are temporarily unable to assist, he can plan humanitarian assistance or even give complete assistance. Likewise, he can track the number of interned personnel to monitor their administration with the authorities who are responsible for their disposition.

The remaining columns reflect the significant but occasional requirements the S-1 may be called on to provide personnel service support for the brigade's soldiers. Thus, the Chaplain column relates to the Unit Ministry Teams (UMTs) required to maintain morale as well as the moral fiber of the brigade. During resupply and reorganization operations following intense combat, it may be necessary to call on all of the UMTs to conduct memorial and grief counseling services for a

particular unit. This situation would temporarily leave only a lay minister at the other units and this fact should become a highlight in the update of the brigade's personnel estimate.

Possible missions for the finance support team might be to refund unit Class A agents for local subsistence procurement or payment of locally hired labor, or to arrange for currency conversion when necessary. Finally, military police missions reflect the coordination needed for straggler control teams, speed checkpoints along the MSR, or the operation of law and order teams in the battalion areas.

Although medical support is classified with METL tasks, it can also be added to the PSS matrix, because it requires more attention than just tracking casualties. For simplicity, though, I prefer a separate matrix for medical support to emphasize its pivotal role in light infantry PSS planning. The columns might be headed *Casualties*, *Treatment Team*, and *Bed Capacity*, with the units listed down the side. (The Standard Integrated Command Post tent (SICP, for short) is issued with two collapsible map boards that easily accommodate a wide matrix or two separate matrices. In either case, a micro-computer using Harvard Graphics can easily produce an 8½ x 11 copy

of each matrix.)

As casualties are reported over the administrative/logistical radio net, the S-1 or S-4 clerks record the data in the staff log on a DA Form 1594. Casualties that arrive at the brigade support area (BSA) are assigned cots at the supporting medical company. With the capacity of the holding area shown on the matrix, the staff has a ready summary of the casualty situation without having to refer to the staff log.

The medical company commander normally provides a daily update of battle and non-battle injuries, and this data can also be transferred to the matrix. As the medical company updates the situation, the S-1 can readily display the scope of each battalion's casualty situation within the brigade combat trains command post. He can also cross-check the effectiveness of the casualty evacuation system. If too many casualties are being evacuated from the unit that is assigned the secondary effort, for example, the matrix will demonstrate shortcomings that may require attention.

For long range infiltration missions, the matrix offers the same functions. During such operations in rugged terrain, a main supply route may not be available. The air defense threat may limit the air evacuation of casualties to

times of limited visibility. Treatment teams from the medical company may be attached to the battalions to provide stabilization. Cross referencing the stabilization capability of an augmented aid station against the casualty rate provides a means for planning emergency Class VIII resupply missions.

The advantages of this system to an undermanned staff section in a difficult situation are obvious. One or more matrices can be used to demonstrate key PSS activities visually. A matrix provides a simple briefing aid for shift changes at the combat trains command post. A traveling copy in a briefing book can be used for command and staff briefings at the brigade command post. In addition, the matrix can contain data to make a hasty personnel estimate and staff recommendation during the orders writing process.

In the final assessment, the matrix system may simplify the S-1's job of managing what could be a mass of data and enables the S-1 to provide the best possible care for soldiers under stressful conditions.

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The Battalion Chaplain

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Chaplains have always played a vital role in providing for the spiritual welfare and the combat readiness of the U.S. soldier, and today's battalion chaplain

AUTHOR'S NOTE: I would like to acknowledge the assistance of Captain Michael Coffey, chaplain of the 4th Battalion, 87th Infantry, in writing this article.

continues that proud heritage. Not only is the chaplain an ordained member of the clergy and a commissioned staff officer, he is also an indispensable member of the chain of command and the unit ministry team.

The primary combat mission of the unit ministry team is to provide spiritual

support to soldiers in combat. The chaplain, as a religious leader, points soldiers to the reality beyond themselves. In war and peace, he assists the commander by providing spiritual resources that will enable soldiers to strengthen their faith and achieve inner peace, stability, and a sense of tranquility.